

Working Draft
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Organization of the Department of Education

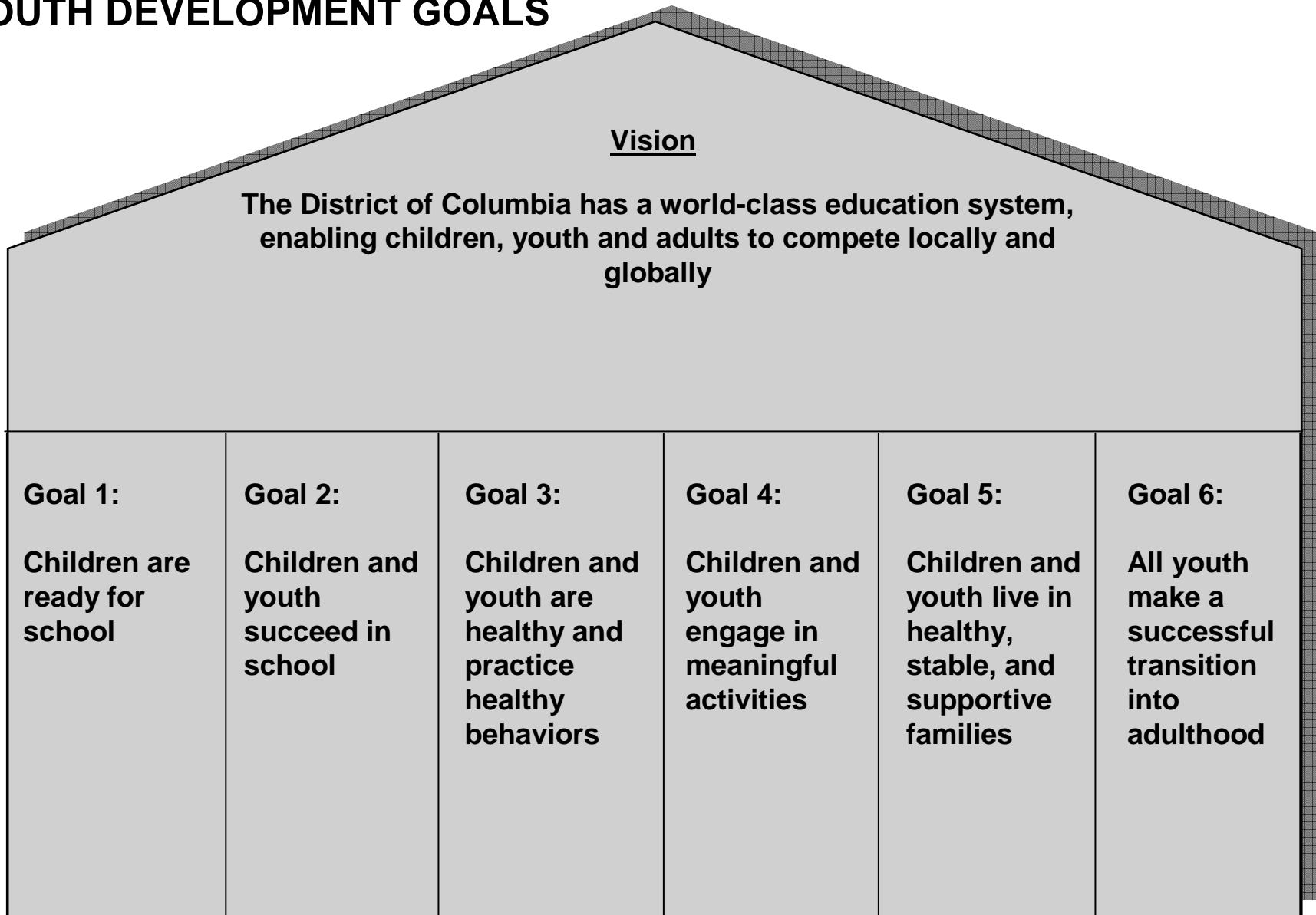
September 27, 2007

SETTING THE VISION AND GOALS FOR THE DISTRICT AND FOR THE DEPARTMENT OF EDUCATION

The District is on an urgent, dynamic course to dramatically improve public education for its residents. The Mayor's vision is clear: *"The District of Columbia has a world-class education system, enabling children, youth and adults, to compete locally and globally."*

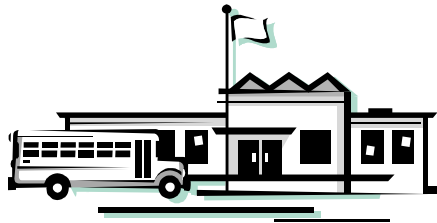
- The Mayor created the Department of Education to elevate the emphasis on public education to its highest level. Because the transition brought all of the educational resources under Mayoral control, the benefit of coordination and collaboration is even greater. The Department of Education's purpose is to provide high-level leadership and support of this aligned, unified educational mission.
- Therefore, the Department of Education's vision is this: *"The Department of Education, on behalf of the Mayor, is committed to marshalling all of the District's resources – public, private, and community – to improve the educational processes and outcomes for all the District's students to prepare them for successful futures."*
- The Department of Education has also established four goals that will allow progress towards that vision to be measured. These goals map directly onto the four major functions of the Department of Education: District-wide education strategy, interagency coordination, partnerships, and oversight & support of OSSE, the OFM, and the Ombudsman.
- While our vision is new, our goals align strategically with youth development goals that have already been developed in the City-Wide Youth Development Strategy. The six youth development goals are comprehensive, actionable, and measurable. They cover the full education life-cycle, from early childhood to post-secondary and adult education, and will require coordinated responses across the District's educational institutions and city agencies.

THE DISTRICT-WIDE EDUCATIONAL VISION ALIGNS WITH SIX DISTRICT YOUTH DEVELOPMENT GOALS



Source: City-Wide Youth Development Strategy

ALL OF THE DISTRICT'S EDUCATION-RELATED ORGANIZATIONS WORK TOGETHER TO PROVIDE A HOLISTIC SET OF EDUCATIONAL SERVICES



District of Columbia's Education System

Department of Education

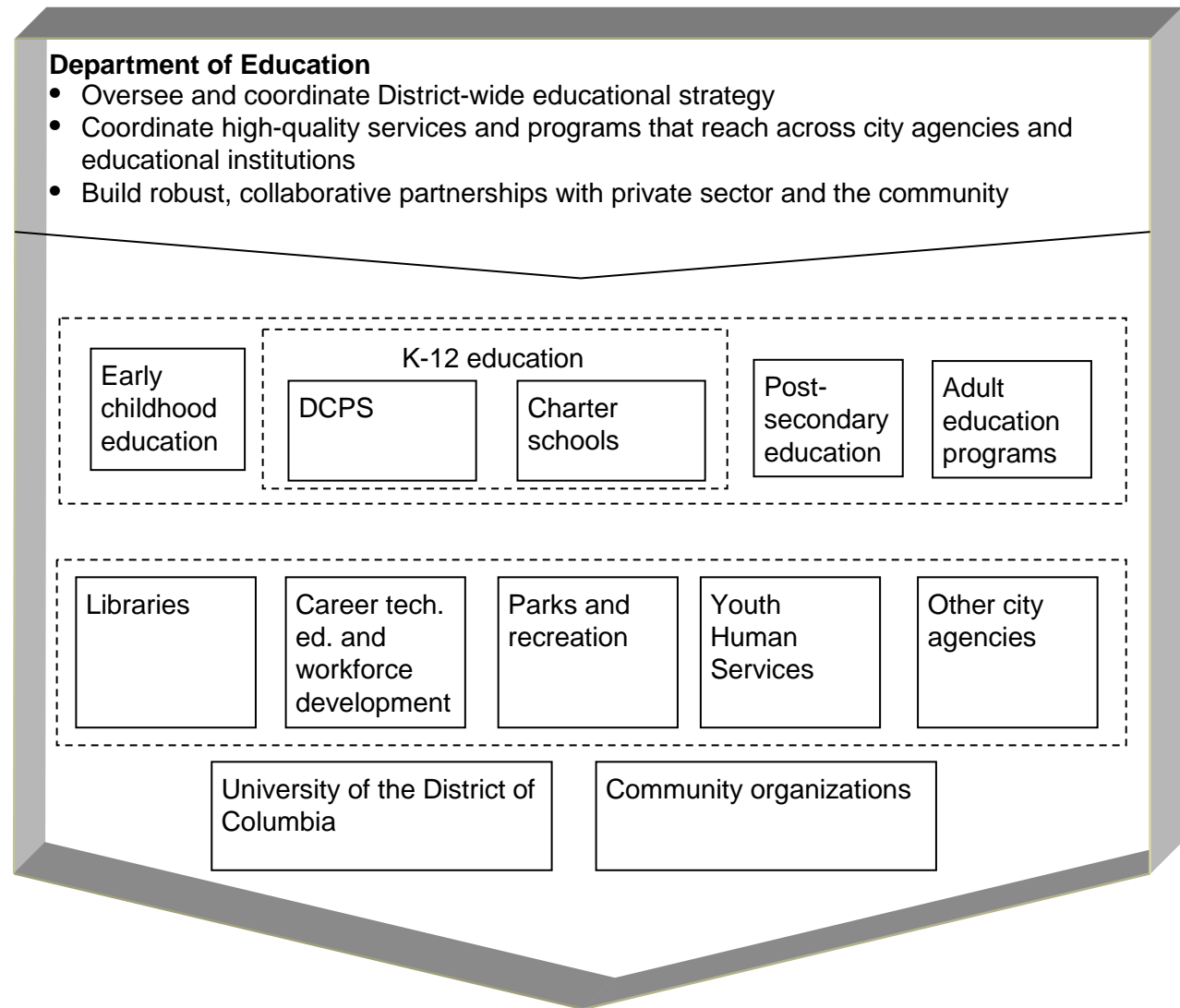
- Oversee and coordinate District-wide educational strategy
- Coordinate high-quality services and programs that reach across city agencies and educational institutions
- Build robust, collaborative partnerships with private sector and the community

OSSE

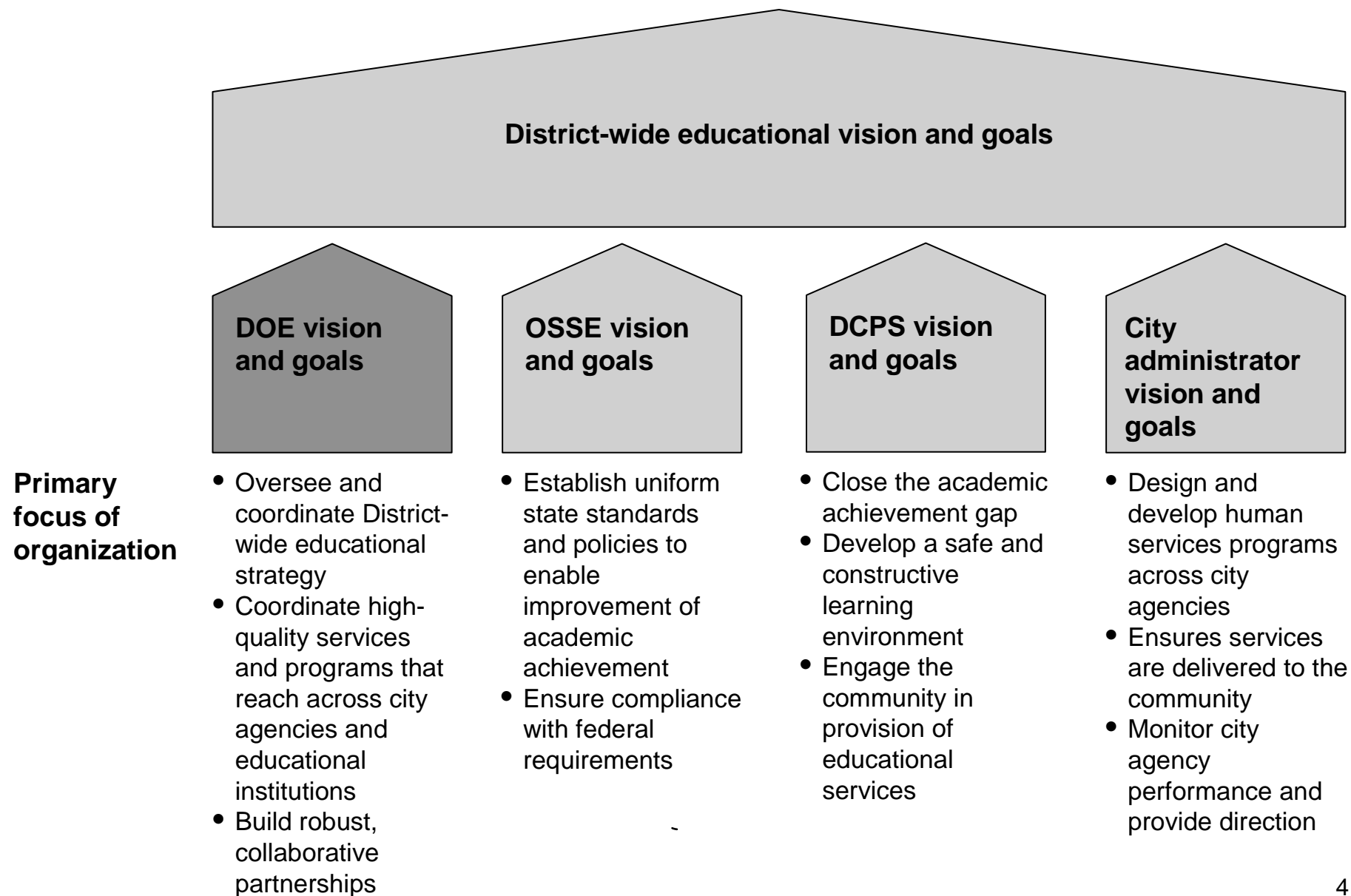
- Provide uniform standards and curricula to enable improvement of academic achievement
- Ensure compliance with federal requirements
- Set uniform state education policy

City Administrator

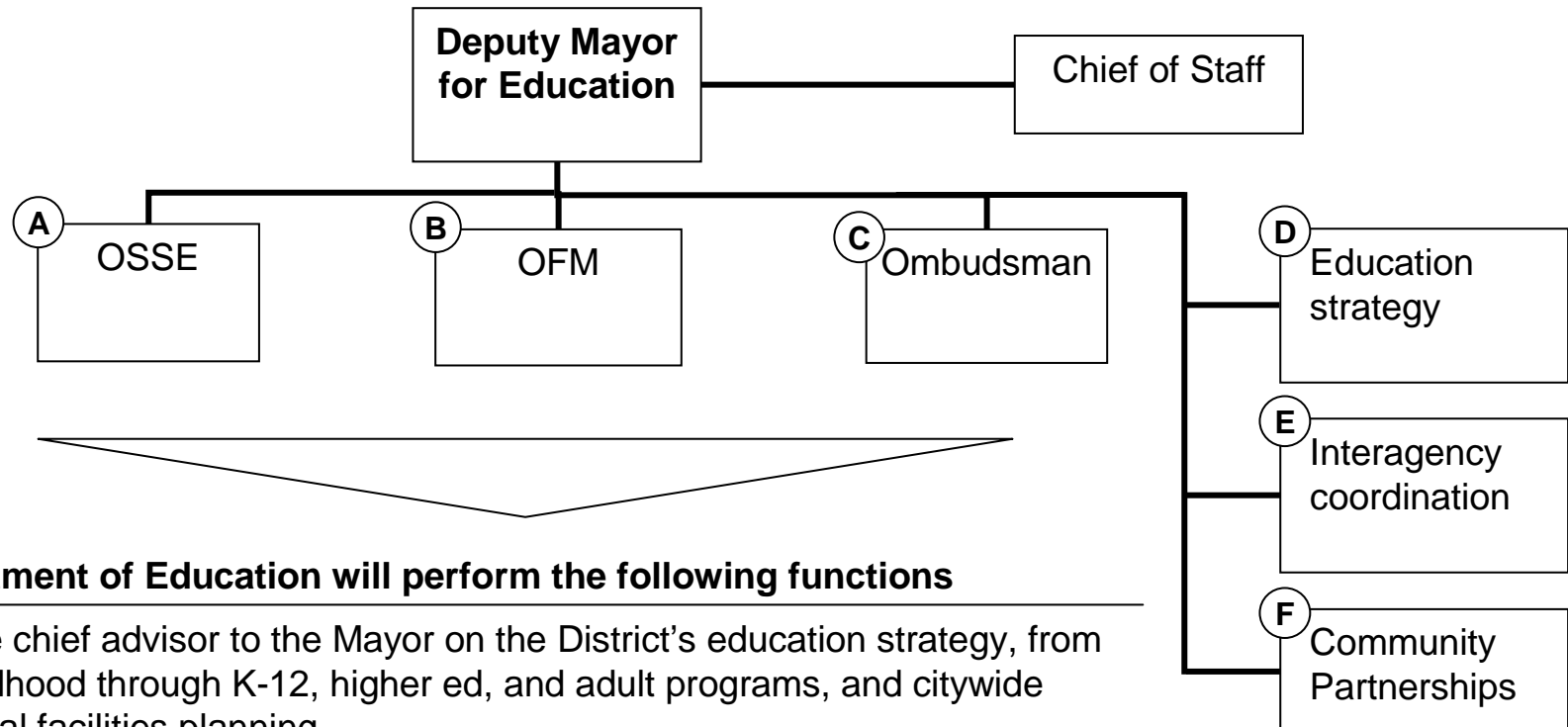
- Design and develop human services programs across city agencies
- Ensures services are delivered to the community
- Monitor city agency performance and provide direction



THE VISION AND GOALS FOR EACH OF THE FOUR ORGANIZATIONS SUPPORT THE DISTRICT-WIDE EDUCATIONAL VISION AND GOALS



ORGANIZATION OF THE DEPARTMENT OF EDUCATION



The Department of Education will perform the following functions

- Act as the chief advisor to the Mayor on the District's education strategy, from early childhood through K-12, higher ed, and adult programs, and citywide educational facilities planning
- Coordinate across educational institutions (e.g., DCPS, charter schools, UDC) and city agencies for education-related initiatives
- Develop partnerships in a systematic way with the private sector, non-profit agencies, and the public sector
- Provide leadership, oversight & support for OSSE, OFM, and the Office of the Ombudsman

A DESCRIPTION OF DOE RELATIONSHIP WITH OSSE

Overall, the DOE will

- Oversee the performance of OSSE and its achievement of metrics, goals, and objectives
- Liaison between the OSSE, DCPS, charter schools, other agencies and the Mayor as necessary

Major OSSE Responsibilities

- Establish state academic standards
- Establish state policies and standards including for instructional time, graduation requirements, and parental involvement
- Conduct policy analysis and review of state-level best practices from around the country
- Develop and implement a state-wide student data tracking system
- Implement policies and programs related to higher education participation and financial aid for District residents
- Ensure accountability among LEAs with respect to student achievement (NCLB), federal grants requirements, including special education, and other measures

DOE Role

- Provide input into state academic standards and policies so as to incorporate the education reform objectives of the Mayor
- Make recommendations for statewide policy initiatives, based on trends and needs identified in the District
- Oversee the development and implementation of the student data tracking system, including the coordination of OCTO and the participation of other education agencies
- Oversee the development and implementation of the Double the Numbers initiative, and recommend policy and programmatic initiatives to the Mayor to achieve the DTN goals

What success will look like

- The U.S. Department of Education will remove the District's "High Risk" status designation
- There will be a strong state-wide system of accountability for special education services
- The District will have nationally-recognized high quality learning standards in every content area

B DESCRIPTION OF DOE RELATIONSHIP WITH OFM

Overall, the DOE will

- Lead citywide planning for school facilities, including ongoing review and analysis of demographics, housing and development trends, and opportunities to leverage resources across agencies and through public and private partnerships
- Establish process to oversee, facilitate, and, where appropriate, accelerate, interagency capital projects involving schools
- Facilitate development and implementation of public-public development partnerships, including reviewing and making recommendations about usage of space, community and programmatic needs, and potential opportunities to leverage District resources and needs
- Make recommendations to the Deputy Mayor for Economic Development and Planning around potential opportunities to support school facilities

Major OFM Responsibilities

- Implement the DCPS capital program, including the modernization, construction, and renovation of school facilities
- Review and recommend amendments to the Capital Improvement Plan (CIP), Master Facilities Plan (MFP), and budget
- Engage the community in school specific project planning, design and construction

DOE Role

- Oversee the timely implementation of the DCPS capital program and MFP, supported by the CIP
- Lead the review of the MFP integrating DCPS space needs, ensuring proper community input, consistency with broader citywide planning, and coordination among OFM, DCPS, and other city agencies
- Ensure at all times that decisions regarding school facilities are made in concert with overall educational agenda of the Mayor
- Coordinate with other city agencies to facilitate efficient implementation of the program, including DCRA, city administrator, and others

What success will look like

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- There will be a strong state-wide system of accountability for special education services
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C ROLE DESCRIPTION: OMBUDSMAN (3-4 FTE)

Job Overview

Increases the public's engagement with public education by ensuring serious, fair treatment of their educational concerns through:

- Providing district residents with assistance in problem resolution and accurate, timely communication regarding public education issues
- Identify trends and potential problems, making frequent reports to the Mayor and other appropriate officials to contribute to policy reviews and changes that are needed to improve the delivery of educational services

Major Responsibilities

- Responsible for all administrative aspects of the office, including oversight of budget and personnel
- Assists district residents in the resolution of complaints and concerns through informal, neutral and confidential means
- Manages and evaluates customer and outreach service activities to measure the achievement of program objectives and the effectiveness of methods, techniques, and policies
- Coordinates with District government offices (including CapStat) for directing communication with the public and evaluates performance particularly in situations where input from the public is a significant factor
- Identifies institutional patterns and trends and prepares reports on a regular schedule to the Deputy Mayor, Mayor, Council and other public officials

What success will look like in two years

- Builds relationships with all providers of public education, supporting joint efforts to resolve problems and concerns of students, parents, and other members of their school communities
- Services are understood and used appropriately by all public education community members
- Delivery of education services becomes more equitable, competent and efficient

Key performance measures for position

- Volume of communication and requests for Ombudsman assistance (as a proxy for demand)
- Client's level of satisfaction of in order to maintain quality services based on surveys
- Measure of quality of relationships with DCPS and other providers of public education

Organizational relationships / reporting structure

- Deputy Mayor of Education: serves as administrative authority
- Mayor, Chancellor, State Superintendent, President of UDC: consumer of reports identifying trends and potential problems
- Interagency coordination: work with to ensure that interagency programs and services are meeting residents' needs

D ROLE DESCRIPTION: EDUCATION STRATEGY (2-3 FTE)

Job Overview

Provide top-level strategic analysis and support to Chief of Staff and Deputy Mayor for Education through:

- Identifying and analyzing educational trends in early childhood through adult education, both across the US and in the District, and recommending or creating policies to enact solutions in coordination with OSSE, DCPS, other EOM agencies, and other stakeholders
- Leading educational planning in the District, including planning and coordination of use of school facilities
- Developing ideas for educational improvement with specific feasible solutions and initiatives

Major Responsibilities

- Facilitate development of overall early childhood through adult education strategy for the District
- Coordinate educational facilities master planning
- Identify and analyze nationwide educational trends and best practices and their suitability for the District
- Spot key internal trends or issues in the educational system through interaction with District educational institutions, Council and community group meetings
- Develop feasible solutions and improvement opportunities from end to end (including legislative needs, funding needs, service implications) and charge the appropriate business owner
- Evaluate current educational initiatives; provide input to the DME and Mayor
- Monitor and provide a perspective on the performance of the District's educational organizations

What success will look like in two years

- Recognition of the Deputy Mayor's Office as a source of high impact, feasible educational strategies
- Documented improvement in quality and utilization of educational facilities
- Documented improvements in educational performance

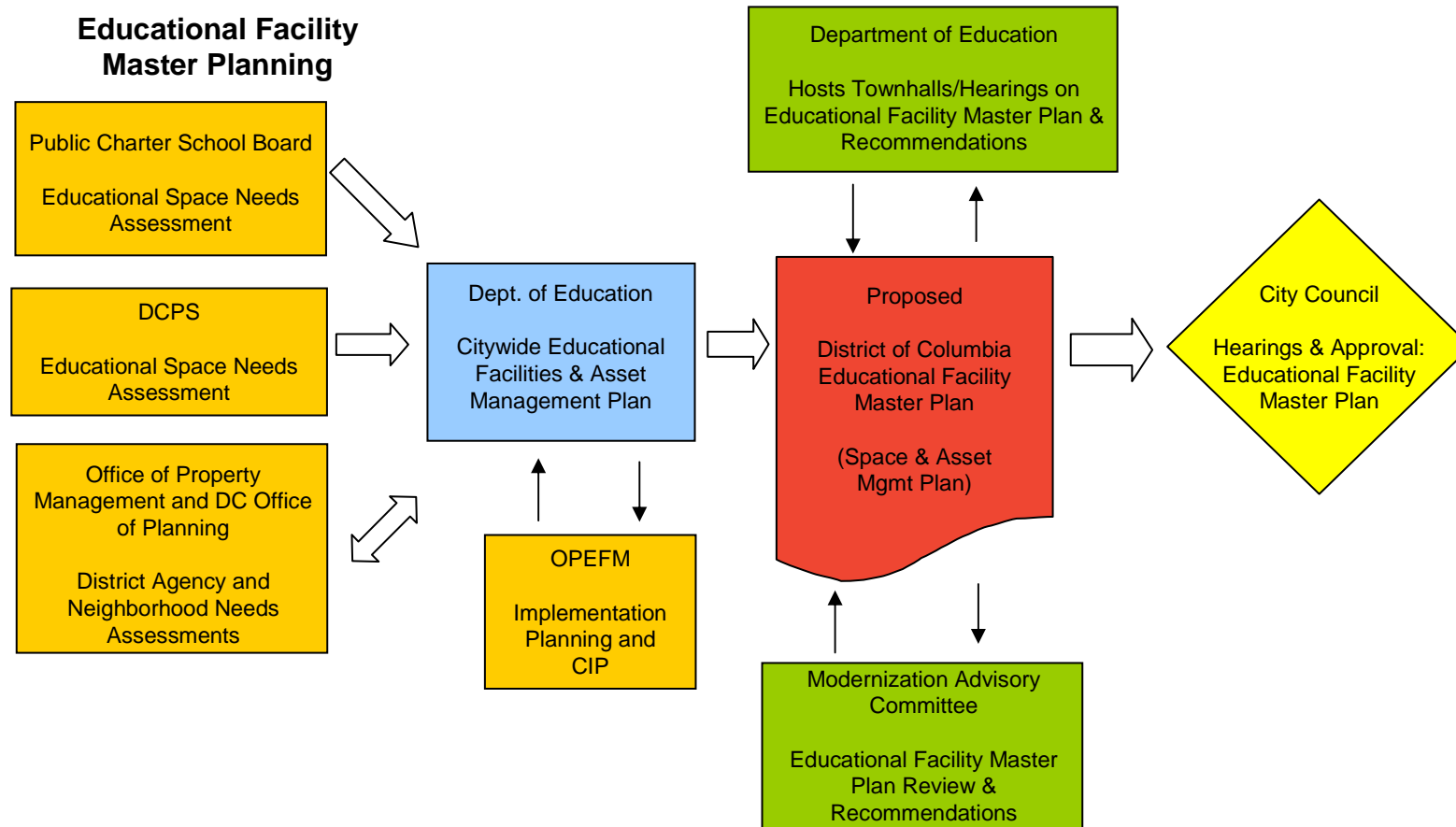
Key performance measures for position

- Achievement of clearly articulated strategic goals
- Effectively identified, evaluated, and developed educational improvements that are creative, feasible, comprehensive, and engage the appropriate people
- Feedback from relevant parties as to satisfaction and value-added

Organizational relationships / reporting structure

- Chief of Staff: direct supervisor – provides day-to-day direction, constructive and challenging leadership, and feedback on strategic plans
- Deputy Mayor: serves as the “key client”, as well as a source for initiatives to be evaluated and analyzed

D ROLE DESCRIPTION: EDUCATION STRATEGY – Educational Facility Master Planning



For the first time, the District of Columbia will engage in educational facility planning from a citywide perspective, led by the Department of Education. The Department will work closely with DCPS, the public charter schools, and the city property and planning agencies to solicit and receive input on space needs. The Department will use this information to develop an Educational Facilities and Asset Management Plan that will incorporate planned and recommended uses, condition assessments, and modernization plans for District educational facilities, with review from the OPEFM to develop condition assessments, implementation plans, budgets and costs. The plan drafted by the Department will be vetted extensively with the community through various forums, and will be reviewed by the School Modernization Advisory Committee. The finalized plan will be submitted by the Mayor to the Council for review and approval.

E ROLE DESCRIPTION: INTERAGENCY COORDINATION (2 FTE)

Job Overview

Coordinate high-quality services and programs that reach across city agencies and educational institutions through:

- Support of current interagency taskforces that are included under ICSIC
- Appropriate placement and direction of issues that require interagency solutions
- Program management of pilot innovative early intervention initiatives

Major Responsibilities

- Support the ICSIC in its development of interagency goals and priorities
- Navigating the landscape of city agencies to determine the most efficacious cross-cutting solution to a particular education issue
- Monitor and provide a perspective on the performance of current interagency taskforces
- Manage implementation of pilot programs
- Provide input into decisions to align, consolidate, or reconcile current interagency taskforces
- Ongoing coordination of current interagency taskforces
- Leading preparation for periodic “six goals”-focused ICSIC meetings
- Liaise between city administrator, DCPS, education strategy group to source ideas

What success will look like in two years

- Set of high-quality services and programs that are provided seamlessly across agencies
- Infrastructure for developing an interagency solution to emerging educational issues
- Significant improvements in performance against the six District-wide goals
- Recognition of the District of Columbia as a leader in marshaling all city agencies together to improve educational outcomes

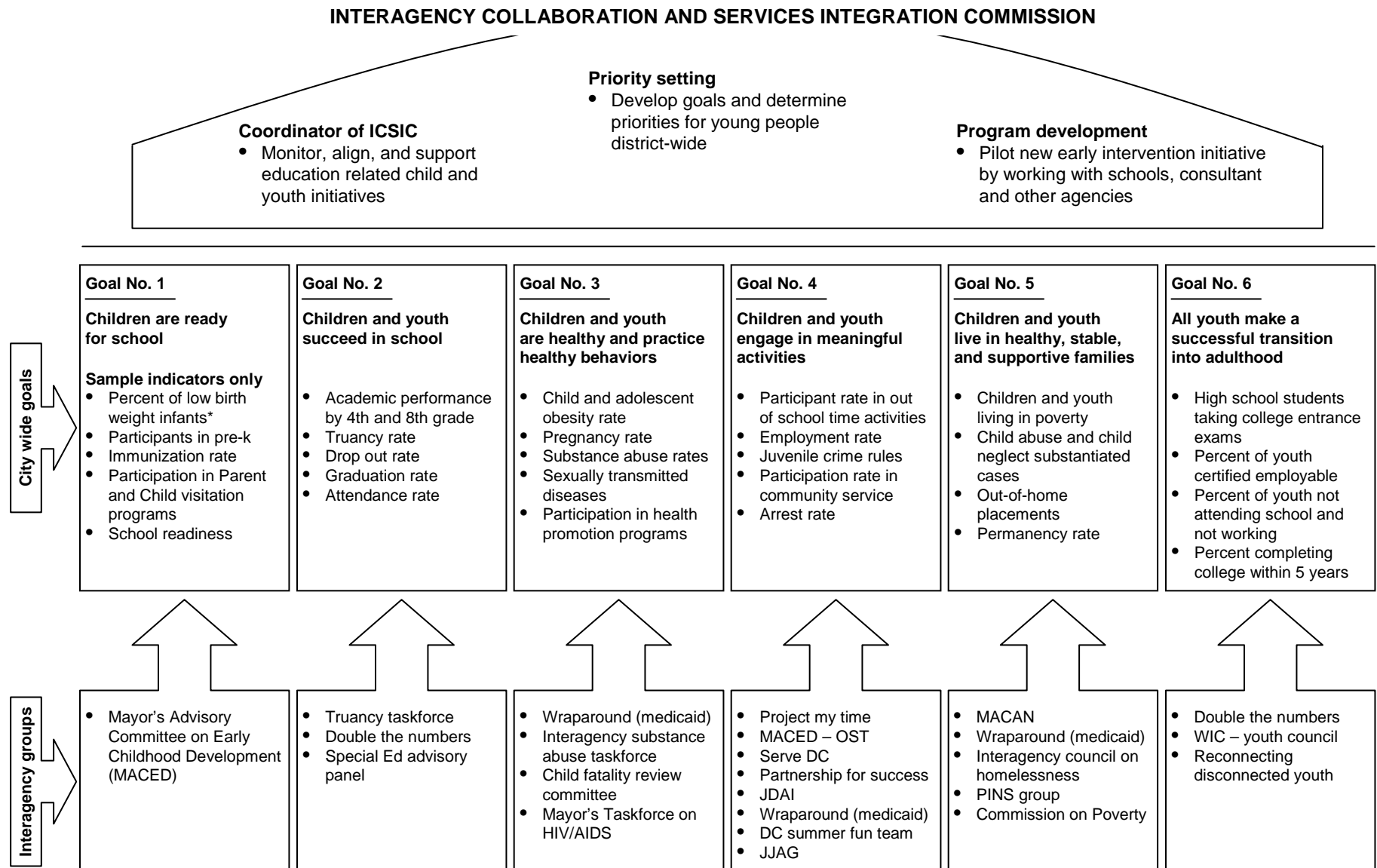
Key performance measures for position

- Increase in quality of interagency programs (through satisfaction scores, penetration rates, etc.)
- Meeting of performance indicators for District-wide educational goals

Organizational relationships / reporting structure

- Chief of Staff: direct supervisor – provides day-to-day direction and supervision
- Deputy Mayor: serves as both the “key client” in his role as Chairman of ICSIC; in addition assists in providing strategic direction and influence in the District’s governmental landscape
- Head of OFM: serves as a working partner to develop interagency facilities solutions

E THE INTERAGENCY COORDINATION FUNCTION SUPPORTS THE ICSIC



F ROLE DESCRIPTION: PARTNERSHIPS (1 FTE)

Job Overview

- Using the District-wide education vision and youth development goals as a framework, identify and expand partnership opportunities to improve the city's performance on each goal.
- Develop engagement strategy for community including community based non-profit organizations, universities, foundations, private sector institutions and others.
- Create clearly established guidelines and performance standards for partnerships within the District and mechanisms for measuring effectiveness of partnership against guidelines and performance standards.

Major Responsibilities

- Translate overall strategic goals into partnership opportunities
- Establish annual partnership goals with clear and measurable targets
- Create clearly established guidelines (i.e., roles, responsibilities, benefits) for partners
- Build, leverage, and maintain strong, high-impact, relationships with a variety of relevant parties (private sector, other nonprofit, and universities)
- Create a system to track partnerships and measure effectiveness of partnerships in improving performance on strategic goals
- Work with neighborhood services coordinators to convey the 6 citywide goals, the indicators, and how partnerships are improving the city for children
- Coordinate dissemination of partnership-related information
- Coordinate with OCA on building on children's budget and how community partnerships can address limited government resources.

What success will look like in two years

- Broad community understanding of six District-wide youth development goals and partnership priorities
- Improved alignment of partnerships with District-wide educational goals
- Expanded number of high-value partnerships with community, NGOs, and businesses
- District is perceived as a good partner

Key performance measures for position

- Partner satisfaction measure
- Satisfaction of educational organizations with benefit of partnerships
- Compliance with all partnership legal requirements
- Level of collaboration and constructiveness of partnerships (length of partnership, level of commitment, etc., as proxies)
- Breadth of community populations involved in educational system

Organizational relationships / reporting structure

- Chief of Staff: direct supervisor – provides day-to-day direction, constructive and challenging leadership, and feedback on strategic plans
- Deputy Mayor: assists in providing strategic direction and influence in the District's governmental landscape
- Chancellor/DCPS: close working relationship with staff responsible for partnerships to ensure alignment with DCPS needs and priorities

VISION AND GOALS FOR THE DEPARTMENT OF EDUCATION

Vision

“The Department of Education, on behalf of the Mayor, is committed to marshalling all of the District’s resources – public, private, and community – to improve the educational processes and outcomes for all the District’s students to prepare them for successful futures.”

Goals

1. A District-wide educational strategy that addresses the needs of students, parents, and the community at all stages of the education lifecycle (early childhood to adult education)
2. High-quality services and programs that reach across city agencies and educational institutions to improve child and youth outcomes
3. Robust, collaborative partnerships with community based organizations and the private sector that provide the District’s education system with the resources it needs
4. Leadership and support to OSSE, OFM and Ombudsman to allow them to meet their mission of supporting and improving the delivery of educational services

FOR EACH GOAL, THERE IS A SET OF CORRESPONDING INITIATIVES AND INDICATORS OF SUCCESS

Goal

1. A District-wide educational strategy that addresses the needs of students, parents, and the community at all stages of the education lifecycle (early childhood to adult education)

Initiatives or projects

- Development of a strategic plan for ensuring equitable distribution of specialized public educational programs across the city, including dual language, extended year, arts education, and math-science focused schools.
- Development of a city-wide public educational facilities master plan.
- Expansion of public higher education and adult education programs east of the river.
- Establishment of a District educational research consortium consisting of policy experts across the field.

Indicators of success

- Arts-focused specialty program east of the river, serving multiple schools with arts education programming.
- Maximal use of existing facilities across the city to effectively meet the range of educational needs from early childhood through adult education.
- Community college option within the District.

FOR EACH GOAL, THERE IS A SET OF CORRESPONDING INITIATIVES AND INDICATORS OF SUCCESS

Goal

2. High-quality services and programs that reach across city agencies and educational institutions to improve child and youth outcomes

Initiatives or projects

- Implement a school-based pilot assessment program that results in an integrated service delivery plan for at-risk children and their families.
- Implement a continuum of evidence-based programs in the District of Columbia by assessing current programs and implementing additional programs as needed.
- Develop an interagency data collection process to assist school-based clinicians in creating integrated service plans for students.
- Coordinate interagency collaboration to identify cross-agency supports and services for the educational system.

Indicators of success

- Increased number of children assessed and receiving services?
- Number of evidence-based programs implemented in the District.
- School-based clinicians can access multi-agency data in order to inform plans
- Measurable success achieved through indicators for city-wide youth development goals

FOR EACH GOAL, THERE IS A SET OF CORRESPONDING INITIATIVES AND INDICATORS OF SUCCESS

Goal

3. Robust, collaborative partnerships with community based organizations and the private sector that provide the District's education system with the resources it needs



Initiatives or projects

- Evaluate current existing partnerships and their alignment to the city's goals.
- Identify and develop partnerships to support career and technical education and literacy services.
- Develop a mechanism to track partnerships and measure effectiveness of partnerships.
- Elevate 6 citywide youth development goals in the community.
- Enhance children's budget alignment with 6 citywide youth development goals to increase partnership opportunities.

Indicators of success

- Number of new partnerships created
- Value of services or products received
- Partner satisfaction with working with the District
- Satisfaction of recipients of products or services (e.g. DCPS, charter schools)

FOR EACH GOAL, THERE IS A SET OF CORRESPONDING INITIATIVES AND INDICATORS OF SUCCESS

Goal

4. Leadership and support to OSSE, OFM and Ombudsman to allow them to meet their mission of supporting and improving the delivery of educational services

Initiatives or projects

- Support OSSE and OFM in the transition of functions to those agencies.
- Establish the Office of the Ombudsman and create identity for and knowledge of the office within the community.
- Ensure alignment among education agencies with Mayor's overall education strategy.

Indicators of success

- Successful and timely OSSE reorganization
- OFM is managing all DCPS modernization and construction projects and there is coordination of effort to address outstanding maintenance issues
- Number of issues resolved through Ombudsman services